

# **Civilian Career Leadership Development Program**



## **Marine Corps Base Camp Smedley D. Butler, Okinawa, Japan**

**G-1 Division, CHRO,  
Workforce Development & Diversity Section**





2002-2007

United States Marine Corps  
Civilian Workforce Campaign Plan

Marines of all ranks recognize, more than ever before, the importance of our civilian teammates. Our Civilian Marines provide an invaluable service to our Corps as an integral component of our Total Force team. We could not ask for a better group of Civilian Marines. However, it remains an important responsibility of every supervisor in the Corps to continuously mentor and foster the development of every Civilian Marine in our ranks to ensure that we are fully prepared to meet our mission. For this reason, I have charged our Corps' Senior Executives and the Deputy Commandant for Manpower and Reserve Affairs to significantly enhance the management of our civilian workforce with the clear objective of making the Marine Corps the "employer of choice" for civilians seeking challenging and rewarding careers. This Civilian Workforce Campaign Plan identifies the strategic goals and objectives that are the bedrock of this endeavor. This plan is a direct result of inputs from our General Officers, Senior Executives, Marines, Civilian Marines, and partners in industry from Headquarters and Field locations. Leveraging current private and public sector best practices, this plan focuses on leadership development, active performance measurement, and the development of creative incentives, fostering opportunities for our Civilian Marines to excel.

Moreover, it is crucial that we recruit the most capable civilians possible to replace our retiring workforce. The Marine Corps is a great place to work. We will ensure that our Civilian Marines' work environment is one that encourages personal growth and professional development, recognizes and rewards high performance, allows for a generous work-life balance, and promotes retention. To achieve these objectives, and to enhance each individual's opportunity for advancement, we must focus on making training and diverse work experiences available to all Civilian Marines. Such opportunities will be made available with strict regard to Equal Employment Opportunity principles.

I want Civilian Marines, like all Marines, to exemplify our core values of honor, courage, and commitment in their daily lives. Likewise, they should recognize and reap the intangible benefits enjoyed by their fellow Marines such as esprit de corps, teamwork, and pride in belonging to the finest war-fighting organization the world has ever seen. I am committed to building leadership skills at all staff levels, providing interesting and challenging training and career opportunities, and improving the quality of work life we provide to our civilian teammates. As Marines, we understand the importance of teamwork in the accomplishment of our mission. We must therefore ensure that all Marines, active and reserve, join together with our Civilian Marines as one team to form the nation's premier fighting force.

JAMES L. JONES  
General, U. S. Marine Corps  
Commandant of the Marine Corps

## **Civilian Career Leadership Development (CCLD) Concept**

The purpose is to define the strategy for creating and sustaining an expert, innovative, and distinctive Civilian Marine workforce, dedicated to supporting our Nation's finest fighting force, the United States Marine Corps. This document identifies the value proposition, core values, and strategic goals we the Marine Corps offers its Civilian Marines, and the tasks necessary to successfully enhance our ability to provide exceptional support to the Nation's premier expeditionary "Total Force in Readiness."

Strategy for building upon our success is outlined in USMC Campaign Plan for 2002-2007. For our Civilian Marines, it will provide the opportunity to do exciting, interesting work that is of vital importance to the defense of our Nation. It will help our Civilian Marines CCLD participants to understand how they fit into our organization and how their work contributes to the Marine Corps goals. It will empower them to increase their job skills and expand their opportunities to develop their career, and provide a course to success in their chosen career field. The CCLD program places support architecture that gives participants access to mentors, people, and information they need to make good career choices, plan their development paths, and acquire the capabilities needed to reach their potential. Our objective is to create an environment where managers and supervisors are held accountable for supporting and encouraging training and development, where leadership is nurtured at all levels, and where excellence is encouraged and expected, enabled, and rewarded.

Our goals are to enable Civilian Marines to take full advantage of their talents and skills to provide premier support to our Marines, to improve their employability both inside and outside the Corps, and to help them and others recognize the importance of their role in our common effort to achieve the Marine Corps' vision. As "One Team", we are and can continue to be the premier fighting force, which is capable of responding to any threat, anywhere.

Using this as a cornerstone, our vision for the future not only defines what the Marine Corps will offer its Civilian Marines, but conversely, what the Corps expects from them. Working in true partnership with Marines, Civilian Marines will continue to play an integral role in supporting the mission of the Marine Corps and will provide an invaluable service to our commanders. Civilian Marines serve as an integral element of the total force and provide a range of support to Marine Corps forces, enabling them to accomplish assigned missions across the full spectrum of expeditionary operations and warfare. The Marine Corps is constantly transforming to meet the challenges of changing threats. We, too, must transform our workforce management approaches to create an environment for Civilian Marines to take full advantage of their potential and continue to make valued contributions to the mission.



***"The Marine Corps will be the employer of choice for a select group of civilians imbued with Marine Corps values of honor, courage, and commitment. They will serve as expert, innovative, and distinctive team members, dedicated to supporting our Nation's finest fighting force".***



### **CCLD Program Participant Eligibility & Basic Enrollment Procedures:**

This program is open to all USMC Appropriated Funds, Non-Appropriated Funds, and Japanese National Civilian Marines employed with MCB Camp Smedley D. Butler. The CCLD program involves counseling session with program participants and mentors. Since this will require participants to leave their worksite for approximately 2-4 hours per week, and participants will be required to attend CCLD related training, prior approval from your supervisor is required to enrolling as a CCLD participant.

To effectively link interested CCLD participants with mentors, we are asking participants to send an email providing brief information on type of leadership skills they would like to improve, and how it affects their current duties. Please email your information to [chrotraining2@mcbbutler.usmc.mil](mailto:chrotraining2@mcbbutler.usmc.mil).

Upon registering as a CCLD participant with CHRO Workforce Development and Diversity section, you will be provided instructions on how to access and complete the CCLD self-assessment survey on-line, or log on to <http://204.222.158.197/cldamulti/Form.Login.asp>. This survey will provide each participant with their level of competencies, which identifies strength and weakness of each individual's skills, and traits. The purpose of this information is to achieve the most efficient link with their mentors.

For information on how to enroll, and access the on-line CCLD program self-assessment survey please contact Workforce Development and Diversity section, Civilian Human Resources Office at 645-7689, or email us at [chrotraining2@mcbbutler.usmc.mil](mailto:chrotraining2@mcbbutler.usmc.mil). For the purpose of registration, you will be required to have the following information ready: Duty phone, Organization and Activity, Position Title, Pay Plan / Series / Grade, and your immediate supervisor's First and Last name.

### **Benefits gained from CCLD for Supervisors & Participants:**

- ✓ Program provides participant with better understanding and acceptance of leadership responsibilities, values and organizational goals.
- ✓ Improvement in performance.
- ✓ Gain ability to analyze and resolve problems.
- ✓ Positive attitude, open communication with supervisor, and understanding of mission.
- ✓ Prepare participant on how to deal with changes.
- ✓ Enables participant to take on leadership responsibilities.
- ✓ Career Development opportunities.



Visit HQ CCLD website [<https://lnweb1.manpower.usmc.mil/CCLD/index.htm>] Civilian Marine Home Page and link to CCLD Conference Presentations.

**What CCLD Participants Should Know When Selecting a Mentor:**

First and foremost, Mentors and Civilian Marines should "self select each other." When looking for a mentor, an individual should spend a lot of time thinking about his or her mentoring needs and investigating possible mentors. A good way to do this is by contacting the CHRO Workforce Development and Diversity section's CCLD administrator for the most up-dated list of available mentors and review the Mentor's Biography, talk to subordinate employees and fellow workers to get feedback to determine who might be an appropriate mentor for you. Before any commitments are made, individuals should meet with a number of potential mentors-that is, sit down with them and discuss career aspirations, what each person expects from the mentoring relationship, and learn more about each other as individuals. A mentor should be someone other than the individual's first or second level supervisor and should be about two grade levels above the individual.

Enclosed is a sample of CCLD participant and Mentor's Term of Agreement, which must be signed by both parties to certify mutual agreement of terms. Copy of completed Agreement forms must be provided to CHRO, Workforce Development and Diversity section, and the immediate supervisor. Any changes to the agreement must be provided in writing to CHRO, Workforce Development and Diversity section.

**Important considerations...**

- ✓ What are your career goals and needs?
- ✓ Does the mentor have knowledge and experience in related areas?
- ✓ Is the mentor at the right level of the organization (i.e., two or three grade levels above)?
- ✓ Is the mentor a good role model?
- ✓ Will the mentor be available for uninterrupted, quality meetings?
- ✓ Will you feel comfortable talking with the mentor honestly; do you trust him or her?
- ✓ Will the mentor give you honest feedback about yourself and your developmental needs?



*"Key to success depends upon the diligence of its execution by leaders at all levels and in all communities throughout the Marine Corps"*

## On-Line CCLD Self-Assessment tool

### 1. How many questions are involved with the Skills Inventory?

The Skills Inventory consists of 119 task questions, addressing 33 core competencies. Each task involves an answer for the believed required proficiency and the participant's current proficiency.

### 2. How long does it take to complete the Skills Inventory questionnaire?

On average about 30 minutes.

### 3. Can I save my answers?

No. Once you have started answering the questions you must continue until completion.

### 4. Will a review page be displayed before final submission?

No. If you need to review your answers, click on your back button to go back one page to evaluate your answers. Once you have completed your review, you must go to the last page of the Skills Inventory and click on the **Submit** button.

### 5. Are my answers anonymous?

Yes, if you are answering the questions as a peer (co-worker) or subordinate (evaluators who work for the participant).

### 6. How does my evaluation benefit the participant?

The participant is conducting an evaluation on him or herself, to determine their leadership capabilities. By participating in the survey, you are providing the Participant with the means to determine those areas that need improvement for their career enhancement.

CLDA :: [ Civilian Leadership Development Application ] {This site is best viewed with IE 5.5} - Microsoft Internet Explorer

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★ IDENTIFYING LEADERSHIP DEVELOPMENT NEEDS AND JOB STRENGTHS

## Civilian Leadership Development Application

[Frequently Asked Questions](#)

**NOTE:** This site is best viewed with Microsoft Internet Explorer 5.5 and above.  
If you are currently using another type of browser, please click [here](#) to download Internet Explorer.

★ CLDA GATEWAY

User Name:

Password:

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Developed by Software Engineering/Project Management Division (N65)  
Commander, US Pacific Fleet | Comments/Suggestions : **CLDA Administrator**  
This is an Official Navy Website | Please Read Our **Warning & Disclaimer**

Internet

PHOTOCOPY AS NEEDED

Participant's Name: \_\_\_\_\_

Mentor's Name: \_\_\_\_\_

**Terms of Agreement**

**C**onfidentiality. All information between the participant and the mentor shall be confidential and only shared with other parties if both agree.

**E**xpectations. It is expected that the mentor will provide professional and educational development advice, guidance, professional contacts and networking connections as appropriate. The participant will discuss with the mentor professional development options and both parties will work together to develop the participant's Individual Development Plan.

**M**eetings. The participant and mentor shall meet at least quarterly at a time and place mutually agreed upon.

**L**ength of Relationship. The participant and mentor agree that the professional relationship will be evaluated yearly as to the benefit of continuing the agreement. If either party has circumstances that preclude the continuation of the agreement, they will notify the other party as soon as possible to terminate the agreement. We understand that either party has the option of discontinuing the relationship for any reason providing the terminating party notifies the other.

**T**his document reflects the agreements that we enter into at this point in time. We understand that the terms of this agreement may be changed at any time and that we agree to document such terms in writing.

\_\_\_\_\_  
Mentor Signature Date

\_\_\_\_\_  
Participant Signature Date

# Civilian Marines

**“SUPPORT OUR MARINES! BE PART OF THE TEAM!”**

## **Mentorship Program**

### **Mentorship:**

Mentoring is a highly effective and essential cornerstone of our career and leadership development programs. It provides the means for an organization to develop and maintain a culture that promotes and rewards excellence. A mentor facilitates personal and professional growth in employees by sharing experience, knowledge, and insight earned through the years. Through facilitation, a mentor sharpens management and leadership skills, expands professional contacts, and increases career opportunities for the CCLD participants.

A mentor helps an employee transition from the relatively narrow focus of technical work to the more complex field of management and leadership. Through this transition, the mentor provides a role model for success. Both the mentor and the employee have the opportunity to expand their technical, interpersonal and leadership skills through the relationship. More specifically, mentoring helps Civilian Marines identify and prepare for positions which best fit their needs and interest. This in turn benefits the organization by enabling it to fill positions with the most capable motivated personnel.

### **The Role of the Mentor:**

A mentor is a person who oversees the career and development of another, usually junior, person. Most simply stated, a mentor helps the employee develop and clarify career goals.

Mentor's roles involves:

- ✓ Motivating employee through counseling and guidance.
- ✓ Coaches an employee in enhancing skills and intellectual development.
- ✓ Passes along organizational information.
- ✓ Provides candid feedback to the employee about perceived strengths and developmental needs.
- ✓ Points out opportunities for the employee to develop and demonstrate capabilities.
- ✓ Serves as role model (lead by example).

Mentors are leaders who typically possess the ability to counsel others to help develop and achieve personal and professional growth; provide insights and solutions, fosters innovation among others; and inspire core values (honor, courage, commitment) as an integral part of making Civilian Marine as a component of readiness. Through mentorship program the organization benefits by increasing commitment from employees, improved employee's performance by providing needed skills to better their jobs performance, and provide for a better flow of organizational information to support the United States Marine Corps.

### **Mentorship Program Participant Eligibility:**

Executive, Managerial, and Supervisory Level personnel of any Agency are eligible to become a Mentor. Mentors must be at least two grades above the mentored employee, and cannot be in the direct chain of supervision of the CCLD participant. Leaders who are interested in participating in this mentorship of CCLD candidates must contact Workforce Development and Diversity Division, Civilian Human Resources Office at 645-7689.